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Attachment XI

Recommendations

1. On the basis of the findings set forth in this paper, the Management Training Faculty of OTR recommends:
 - (a) that the author of the Grid system, Dr. Robert R. Blake, be brought in for half a day to meet with interested senior officials of the Agency, so that they can get a clear explanation of the Grid system of training from the man who knows the most about the various Phases and who has had the most experience with them;
 - (b) that subsequently a second pilot project (Phases I and II of the Managerial Grid) be conducted in the fall of 1967 with a carefully selected office, but only if there is reasonable expectation that the weaknesses in the conduct of the Finance Project can be avoided;
 - (c) that the Deputy Director for Support explore the desirability of going through a Phase II with the DD/S office chiefs before initiating any Phase II for an entire office, in order for all these senior officers to get first hand understanding of this Phase, its potential and its difficulties, and in order for high level reinforcement to be available in any future DD/S Phase II;
 - (d) that, after the meeting with Blake, the Director of Finance give consideration to conducting a formal Phase IV within the Office of Finance, and that steps be taken by him to get Grid training for those of his careerists who missed the Pilot Project;
 - (e) and that the Deputy Director for Support officially commend the Director of Finance for his conduct of a difficult pioneering effort, and prepare some kind of unit citation for the entire Office of Finance in recognition of the achievement and the contribution of all who participated.

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